



2022-2023
EQUITY, DIVERSITY,
INCLUSION, AND
BELONGING
STRATEGIC PLAN



INTRODUCTION

A Journey Towards Belonging: Head, Hearts, and Hands

Dear Menlo Community,

As we embark upon the fourth year of our equity, diversity, inclusion, and belonging (EDIB) strategic plan, there have been many achievements that we have the good fortune of elevating as signs of our sustained progression. Through our intentional and united approaches to this work, we now stand firmly on the institutional North Star of belonging.

At Menlo, we desire an institution where every person feels seen, valued, heard, cared for, and has the opportunity to present, learn, and work as their best and full selves within the life of the School. Belonging is not curated nor sustained from a strategic plan alone. Our School fundamentally understands that we must continuously engage in collaborative and culture-shaping behaviors that reinforce our systems, shape our minds, and influence our hearts and hands.

To accomplish our future charges, we are widening our scope of work, while remaining committed to the importance of initiative fidelity, critical reflection, ongoing collaboration, school-wide accountability, and most importantly—creating detail-oriented roadmaps that allow us to pay keen attention to strategic priorities as our efforts evolve.

In closing, I look forward to the 2022-2023 school year. Menlo will continue to strive toward collective excellence, and we appreciate and welcome your partnership.

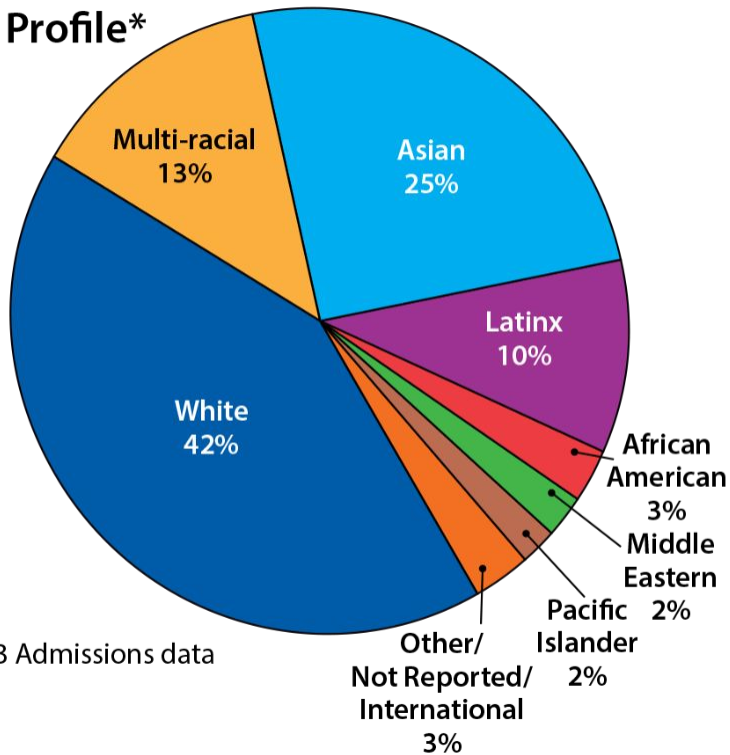
Be Well,



Keith B. Wheeler
Chief of Institutional Equity, Diversity, Inclusion,
and Belonging

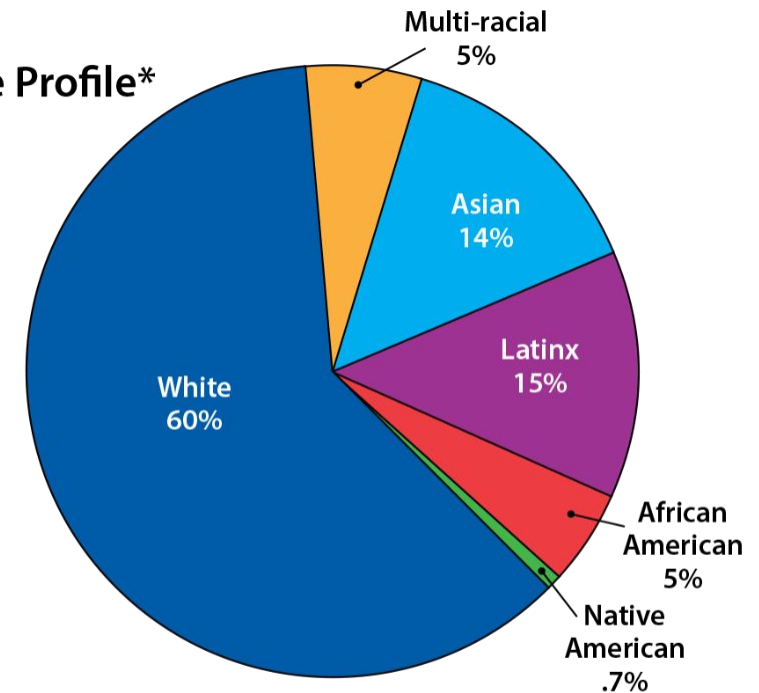
2022-2023 Demographic Data

School Profile*



*2022-2023 Admissions data

Employee Profile*



*2022-2023 Human Resources data

2022-2023 EDIB Student Representatives

Sonia Dholakia '25
Maya Debnath '23
Jacqueline Larsen '25

2022-2023 MSPA EDIB Representatives

Angelica Kauffman, Vice President

2022-2023 EDIB Strategic Plan Leadership Team

Sabahat Adil
Katina Ballantyne
Carmen Borbón
Brian Buttacavoli
Maya Debnath '23
Sonia Dholakia '25
Frances Ferrell
Jacqueline Larsen '25
Miriam Magaña
Saletha Okunnuga
Jory Steele
Keith Wheeler

ABOUT THE PLAN

The EDIB Strategic Plan Consists of 23 Strategies in 7 Priority Areas

- ① United Campus Culture and Inclusive Leadership Development
- ② Faculty of Color Recruitment and Retention
- ③ Equity, Diversity, Inclusion, and Belonging Professional Development
- ④ Academic Support, Family Engagement, Institutional Welcoming, and Belonging
- ⑤ Schoolwide Family Support Services
- ⑥ Board of Trustees Equity, Diversity, Inclusion, and Belonging Professional Learning and Leadership
- ⑦ Affinity Group and Community Outreach and Leadership



How We Determine the Results of the Strategic Plan

Throughout the year, we assess these initiatives in a variety of ways, including surveys, direct observations, interviews, meeting agendas, and other artifacts. We conduct an in-depth analysis of each initiative and report our understanding of its success back to the community. We consult the data to determine if the work will discontinue, be modified, or continue with defined supports.



PRIORITY AREA 1

United Campus Culture and Inclusive Leadership Development

Facilitated by Carmen Borbón and Keith Wheeler

Goal: The School will continue to cultivate a healthy and inclusive culture that builds greater unity within our community, thus enhancing the overall experience of students, parents, staff, and faculty.



PRIORITY AREA 1

United Campus Culture and Inclusive Leadership Development

	TIMELINE	OWNERS
Strategy 1 Analyze the 2021-2022 school-wide AIM survey data and produce a written executive summary, based on the guide provided by the National Association of Independent Schools.	September 1, 2022	<i>Carmen Borbón, Miriam Magaña, Senior Administrative Team, Jory Steele, and Keith Wheeler</i>
Strategy 2 Plan and implement Menlo's first Black Indigenous People of Color (BIPOC) student retreat. This two-day retreat will center the voices, experiences, and identities of BIPOC students in order to elevate a greater sense of belonging, agency, and community within our School.	June 30, 2023	<i>Carmen Borbón, Frances Ferrell, Miriam Magaña, Bill Silver, and Keith Wheeler</i>
Strategy 3 Refine and re-image the Upper School Learning Center aesthetic, in order to produce a more welcoming, inviting, and inclusive environment for students.	June 30, 2023	<i>Carmen Borbón, Frances Ferrell, Adam Gelb, Lily Lam, Miriam Magaña, John Norris, John Schafer, and Keith Wheeler</i>

PRIORITY AREA 1

United Campus Culture and Inclusive Leadership Development

	TIMELINE	OWNERS
Strategy 4 Design, plan, and implement the School's first BIPOC and queer-identifying alumni retreat. This one-day gathering will provide a safe, productive, and brave space where Menlo alumni will collaboratively process and reflect upon their many experiences as former students and develop innovative recommendations to bolster alumni participation, in addition to supporting the School's EDIB work.	June 30, 2023	<i>Carmen Borbón, Frances Ferrell, Miriam Magaña, Keith Wheeler, and Casey Wynn</i>

PRIORITY AREA 2

Faculty of Color Recruitment and Retention

Facilitated by Keith Wheeler

Goal: The School will successfully recruit and retain highly qualified educators representing diverse backgrounds and ethnicities.



PRIORITY AREA 2

Faculty of Color Recruitment and Retention

	TIMELINE	OWNERS
Strategy 1 Develop an anti-bias and anti-discrimination resume review training module. The training will be offered to senior administrators and other hiring managers as a best practice to better understand hiring bias as well as help the School achieve its recruitment goals and successfully hire desired candidates.	November 1, 2022- January 30, 2023	<i>Carla Diez-Canseco, Than Healy, and Keith Wheeler</i>
Strategy 2 Implement annual “stay” interviews as a best practice, specifically for all faculty of color, to gain an understanding of the employee experience at Menlo. Curate a written summary of the feedback and share it with directors and related hiring managers as a way to process, understand, and inform hiring decisions and strategies to support faculty accordingly.	June 30, 2023	<i>Carla Diez-Canseco, Department Chairs, Senior Administrative Team, and Keith Wheeler</i>

PRIORITY AREA 2

Faculty of Color Recruitment and Retention

	TIMELINE	OWNERS
Strategy 3 Increase EDIB-related personnel, specifically to address 6-12 student culture, including, but not limited to unity, inclusion, and belonging.	February 28, 2023	<i>Carla Diez-Canseco, Carmen Borbón, Than Healy, Miriam Magaña, and Keith Wheeler</i>

PRIORITY AREA 3

Equity, Diversity, Inclusion, and Belonging Professional Development

*Facilitated by Keith Wheeler, Sabahat Adil, and
Brian Buttacavoli*

Goal: The School will offer equity-centered learning opportunities for all employees and parents, introducing best practices that will become parts of daily life and encouraging collaborative interaction with colleagues and families.



PRIORITY AREA 3

Equity, Diversity, Inclusion, and Belonging Professional Development

	TIMELINE	OWNERS
Strategy 1 Explicitly target faculty, staff, administrators, students, and trustees to attend the People of Color Conference (POCC) and Student Diversity Leadership Conference. Pre-conference meetings will prepare attendees to engage fully during the conference and return with key takeaways to share. Create a selection process for the 2022-2023 School year that prioritizes participation from Black Indigenous People of Color (BIPOC) faculty, staff, students, and trustees.	December 1, 2022	<i>Frances Ferrell, Than Healy, La Vina Lowery, John Schafer, Bill Silver, and Keith Wheeler</i>

PRIORITY AREA 3

Equity, Diversity, Inclusion, and Belonging Professional Development

	TIMELINE	OWNERS
Strategy 2 Plan, develop, and implement the Brave Space Community Learning Night Series. Differentiated sessions will be provided to students, staff, faculty, parents, and trustees. Using the theoretical framework of Stereotype Threat and Identity Safe Classrooms, the Brave Space will be an optional, in-person professional development opportunity, where faculty, staff, and students could gather after School and have differentiated learning experiences through scenario-based learning, discussions, and debriefs.	September 1, 2022-May 20, 2023	<i>Sabahat Adil, Frances Ferrell, Bridgett Longust, La Vina Lowery, Upper and Middle School Department Chairs, and Keith Wheeler</i>
Strategy 3 Develop a fall, winter, and spring pulse survey for Middle and Upper Department Chairs that will provide specific feedback regarding desired supports and professional development needs regarding EDIB.	September 1, 2022-May 20, 2023	<i>Sabahat Adil, Frances Ferrell, Bridgett Longust, La Vina Lowery, John Schafer, and Keith Wheeler</i>

PRIORITY AREA 3

Equity, Diversity, Inclusion, and Belonging Professional Development

	TIMELINE	OWNERS
Strategy 4 Explore options that will allow the School to identify and secure a researched-based climate and culture tool that can be used more routinely.	June 30, 2023	<i>Keith Wheeler</i>
Strategy 5 Explicitly prioritize Asian-identifying students and faculty to attend the Asian Educators Alliance Conference.	October 30, 2022	<i>Marc Allard, Frances Ferrell, Bill Silver, and Keith Wheeler</i>

PRIORITY AREA 4

Academic Support, Family Engagement, Institutional Welcoming, and Belonging

Facilitated by Katina Ballantyne and Keith Wheeler

Goal: The School will provide and improve relevant and robust support programs that respond to the academic, social, and emotional needs of all students, ensuring that historically underrepresented students, members of the LGBTQIA+ community, students with neurological differences, and their families are provided an equitable and inclusive experience.



PRIORITY AREA 4

Academic Support, Family Engagement, Institutional Welcoming, and Belonging

	TIMELINE	OWNERS
Strategy 1 Continue to develop innovative 6-12 academic enrichment and onboarding programs, specifically, Knights Academy and Kick Start.	January 1-March 30, 2023	<i>Katina Ballantyne, Carmen Borbón, Than Healy, Frankie Machado, Miriam Magaña, and Keith Wheeler</i>
Strategy 2 Continuing last year's efforts to make Knightbook more inclusive and representative of our intersectional identities, the School will work with the Technology Department to design and implement a gender-inclusive feature within the Knightbook system that will allow parents to declare their preferred pronouns.	June 30, 2023	<i>Katina Ballantyne, Angelica Kauffman, Senior Administrative Team, Technology Department, and Keith Wheeler</i>

PRIORITY AREA 5

Schoolwide Family Support Services

Facilitated by Miriam Magaña and Keith Wheeler

Goal: The School will curate and deliver impactful services that will enhance and inform the parent experience.



PRIORITY AREA 5

Schoolwide Family Support Services

	TIMELINE	OWNERS
Strategy 1 Refine Family Support Service offerings to address the School's short and long-term efforts in the areas of transportation, economic, and community-based supports and resources for students and families in need. Employ regular feedback mechanisms to ensure the services are meaningful and still needed across the School.	October 30, 2022	<i>Miriam Magaña and Keith Wheeler</i>
Strategy 2 Co-develop a school transition plan for rising 6th and 9th grade students in partnership with Kick Start and Knights Academy, students, and parents/guardians. Pre- and post-surveys will be developed focusing on school engagement, Habits of the Heart and Mind, and self-identified areas of strength and growth will be administered in person during the respective summer programs. These surveys will help measure student progress over time as well as inform the School of trends that may indicate a need for additional attention and possible indicators of success for underrepresented students at Menlo.	October 30, 2022	<i>Carmen Borbón, Adam Gelb, Earl Koberlein Frankie Machado, Miriam Magaña, Steven Minning, Ava Petrash, and Keith Wheeler</i>

PRIORITY AREA 5

Schoolwide Family Support Services

	TIMELINE	OWNERS
Strategy 3 The Family Support Program will pilot a communications platform to increase outreach and engagement among Spanish-speaking families. The development and upkeep of key systems and infrastructure will increase access, improve communication, and ensure efficient program delivery. Translation and interpretation services will be fine-tuned in partnership with the technology and communications departments and key faculty.	August 18, 2022-May 30, 2023	<i>Keith Wheeler, Miriam Magaña, Lucie McGrath, Katie Miller, Shayne Olson, and Courtney Tyler</i>
Strategy 4 Partner with the Counseling team, College Counseling, Health and Wellness staff, and other faculty and staff members to launch Menlo Parent Group for Spanish-speaking families, where the content will be delivered in Spanish and reflective of our LatinX families' experience and needs.	May 30, 2023	<i>Miriam Magaña</i>

PRIORITY AREA 6

Board of Trustees Equity, Diversity, Inclusion, and Belonging Professional Learning and Leadership

Facilitated by Keith Wheeler

Goal: Develop an ongoing professional learning community, whereby the School's Board of Trustees are familiarized with the School's Equity, Diversity, Inclusion, and Belonging Strategic Plan that was developed through the Western Association of Schools and Colleges (WASC) and Assessment of Inclusivity and Multiculturalism (AIM) recommendations and a campus-wide process and approved by the senior team, along with other internal and external documents addressing matters of equity, diversity, inclusion, and belonging.



PRIORITY AREA 6

Board of Trustees Equity, Diversity, Inclusion, and Belonging Professional Learning and Leadership

	TIMELINE	OWNERS
Strategy 1 Successfully recruit a Board of Trustees Equity, Diversity, Inclusion, and Belonging committee promoting creativity, innovation, and diversity of perspectives. The committee will engage the School's leadership in conversation about key priorities to ensure that we honor our commitment to these values.	June 30, 2023	<i>Karen King, Than Healy, Jory Steele, and Keith Wheeler</i>
Strategy 2 Collaborate with the recently appointed Menlo School Parents Association (MSPA) Vice President of Equity, Diversity, Inclusion, and Belonging who will work to ensure that Menlo is strengthening relationships, identifying resources, and engaging all parent communities. They will collaborate with the School's Chief of Equity, Diversity, Inclusion, and Belonging to ensure that Menlo is effectively responding to inquiries and providing parents with the necessary tools to navigate the School's structures with confidence.	June 20, 2023	<i>Angelica Kauffman, Miriam Magaña, and Keith Wheeler</i>

PRIORITY AREA 7

Affinity Group and Community Outreach and Leadership

Facilitated by Saletha Okunnuga and Keith Wheeler

Goal: The School will proactively seek to develop, support, and maintain a one-School ethos by way of intentional and collaborative efforts representing every constituency. From the annual work done, all activities will elevate and promote bonding, belonging, and a sense of community throughout the School.



PRIORITY AREA 7

Affinity Group and Community Outreach and Leadership

	TIMELINE	OWNERS
Strategy 1 Continue providing training sessions for Middle and Upper School affinity group leaders (faculty, staff, and students) to help them adopt best practices to unify campus culture and climate. After the completion of the 2022-2023 AIM Survey, work with the Chief of Institutional Equity, Diversity, and Inclusion, associate directors, divisional directors, and senior administrators to develop specific goals to address school-wide areas of growth.	September 1, 2022-May 30, 2023	<i>Saletha Okunnuga, Upper and Middle School Affinity Group Advisors, MSPA Leadership, and Keith Wheeler</i>
Strategy 2 Develop and implement clear policies, procedures, and protocols concerning fiscal management and documentation, fundraising, and annual meeting calendars so that all affinity groups can operate with clarity and accomplish annual goals.	September 1, 2022-May 30, 2023	<i>Saletha Okunnuga and Keith Wheeler</i>

PRIORITY AREA 7

Affinity Group and Community Outreach and Leadership

	TIMELINE	OWNERS
Strategy 3 Continue to identify student leaders at the Middle School level that will help steward ideas, plan activities, and initiate programs that are inclusive, joyful, and reflective of the Habits of the Hearts and Mind pedagogical approaches, specific to the Middle School.	September 1, 2022-May 30, 2023	<i>Saletha Okunnuga, La Vina Lowery, Mima Takamoto, and Keith Wheeler</i>
Strategy 4 Develop a comprehensive and inclusive 6-12 Student Life Calendar that incorporates all of the student events, activities, and cross-divisional collaborations.	September 1, 2022-May 30, 2023	<i>Saletha Okunnuga, Adam Gelb, Mima Takamoto, Shayne Olson, Dorelia Arias, John Schafer, La Vina Lowery, and Keith Wheeler</i>

ACKNOWLEDGEMENTS

The Equity, Diversity, Inclusion, and Belonging department acknowledges the dedication and passion of the committed trustees, parents, faculty, staff, and students who help shape our efforts. Each of you has contributed in ways that have made a difference beyond measure. As a school, we appreciate your meaningful contributions and collaborations.

